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THE ROLE OF SMALL MANUFACTURING ENTERPRISES IN THE  
BALANCED ECONOMIC AND SOCIAL DEVELOPMENT  
OF LATIN AMERICA

Prepared by the International Labour Office,  
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Introduction

1. Recent experience in the various developing countries shows that small-scale industry may have to be assigned an important role in any programme of industrialisation. First it makes possible economies in the use of capital and may also bring into productive use small savings which would not otherwise have been invested. Secondly, a given amount of capital invested in selective small-scale undertakings may provide more employment, at least in the short run, than the same amount invested in large-scale undertakings and this is a very important advantage for countries where labour is abundant and capital scarce. Thirdly, in a planned programme of industrialisation small-scale industries utilising improved technology and efficiently managed can be used to meet the rising demand for consumer goods. Fourthly, small-scale industry may provide a ready market for industrial supplies, tools and small machines produced by larger undertakings. Fifthly, it may enable increasing numbers of small entrepreneurs and workers, particularly in the rural areas, to acquire at least some knowledge of modern mechanical and industrial processes and thus help to build up a pool of skilled workers and management for further industrialisation. Sixthly, the rise of large-scale manufacturing industry in key sectors opens up fresh opportunities for small-scale enterprise in a number of new fields: the processing of agricultural products, the manufacture of agricultural implements and irrigation equipment and light engineering products, particularly machine tools and bicycles, sewing machines and automobile parts. Lastly, the encouragement of small-scale industry may help to preserve a healthy balance between urban and rural areas and to ensure that additional employment and the incomes created by industrialisation are spread evenly throughout the country.<sup>1</sup>

2. The considerations outlined above would seem to indicate that small enterprises could make a definite contribution to rapid industrialisation. The present paper will enlarge upon three aspects of their role in Latin America, which are of particular interest to the International Labour Organisation.

1. Trends in employment and income distribution.
2. Public policies and institutions for the promotion of small industries.
3. Harmonisation of social and economic policies for small industry development.

As the problems encountered are complicated, and as relatively little experience is available to draw upon, the purpose of this paper is to stimulate discussion rather than to present solutions.

#### Trends in Employment and Income Distribution

3. Economic growth rates in several Latin American countries have been well above the average for the developing countries as a whole in recent years. For example, in Peru the annual rate of growth of G.N.P. was 5.3 per cent. on the average between 1950 and 1963. In Brazil it was 6.0 per cent., in Mexico 6.4 per cent. and in Venezuela 8.0 per cent. These figures are impressive but like all aggregates they hide the disparities which exist between various sectors of the economy and between different groups within the community. Not all have shared in the increased prosperity. One disquieting feature has been the tendency towards increasing inequality in productivity levels and income distributions between town and country on the one hand and, within the urban areas, between those engaged in the so-called "modern sector" and those in traditional handicrafts and service trades. Thus, in Brazil the industrialised southern state Guanabara has an average per capita income ten times that of the pre-dominantly agricultural north-eastern state Piaui.<sup>1</sup> In Peru average income is \$250 but for more than half the population it is around \$60.<sup>2</sup> In Chile less than 5 per cent. of the population exercise more than 50 per cent. of the total spending power.<sup>3</sup>

4. These discrepancies reflect two inter-related factors. The first is the failure of productive employment opportunities to keep pace with population growth, resulting in mounting

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<sup>1</sup> S.H. Robock: Brazil's Developing North-East, Washington, D.C., 1963, table 2.5, page 36.

<sup>2</sup> Report in The Times, London, 30 September 1965.

<sup>3</sup> Report in The Times, London, 19 October 1965.

underemployment in the traditional occupations, agriculture, handicrafts, small-scale artisan activities and petty service trades. In Brazil quantitative data are lacking but there is a general recognition of the fact that disguised unemployment is widespread in the urban areas. The high rate of population growth has meant the yearly entry on the labour market of a large number of youths; the large and uninterrupted migration into the cities of rural contingents with many persons wholly unprepared for production work in the secondary and tertiary sectors weigh on the "already super-saturated urban labour market. Thus the unemployment and part-employment figures reach high proportions, at times even distressing, in the shanty towns and other slum districts which are typical unemployment pockets."<sup>1</sup>

5. In Venezuela it has been estimated that the average peasant works on only 150 days in the year. A sample survey conducted in Ecuador showed that families on representative farms were employed on only 27 per cent. to 43 per cent. of the working time available.<sup>2</sup> In Mexico, it is thought that a third of those employed in urban trades and services may be redundant.<sup>3</sup>

6. The second factor is the tendency for investment to concentrate in the modern sectors, in export-oriented areas, e.g. the mining and extraction of nitrates and copper in Chile and petroleum in Venezuela, as well as in import-substituting areas, e.g. motor cars and other consumer durables manufactured in Brazil. As the plant and machinery required by modern technologies have been mostly imported from the U.S.A. and Europe, the capital investment per workplace has been of a similar order as found in those countries, i.e. \$10,000 to \$25,000 per worker. This has raised manpower productivity and earnings in these factories to very high levels. But, because the total capital funds per head of the population are low, this "bunching" of the investment flows has tended to

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<sup>1</sup> "Friction in the Labour Market", Conjuntura Economica, October 1964. Similar views are also expressed by R. de O. Campos, Brazil, in Appendix 1, Case Studies in Employment Problems, Employment Objectives in Economic Development, I. .O., Geneva, 1961.

<sup>2</sup> See Italconsult, Presupuestos Haciaendales, Quite: Junto Nacional de Planificación y Coordinación Económico, 1963.

<sup>3</sup> A.J. Jaffe: "People, Jobs and Economic Development", Free Press, Glencoe, Illinois, 1959.

hold back the rate of capital accumulation in the traditional sectors, and therefore widened the productivity gap between them. Thus, in Venezuela, productivity in the highly capital-intensive petroleum industry which employs only 1.3 per cent. of the total labour force, is now 60 times the average level in agriculture, which is responsible for 28.5 per cent. of total employment.<sup>1</sup> In Ecuador, artisan workshops (with less than seven workers) employ some 89 per cent. of the labour force in manufacturing industries. Average total capital investment per worker is only \$60, however. Therefore the productivity is but one-sixth of the level in factories employing 200 or more workers.<sup>2</sup>

7. These disparities are in striking contrast to the situation in the advanced economies like the U.S.A. where average productivity levels in agriculture and industry are similar<sup>3</sup>, and where net output per worker in small firms with less than 100 workers is 85 per cent. of the average for the whole of manufacturing.<sup>4</sup> This is because productivity growth in the various sectors tended to proceed pari passu over the years, without undue inequalities in the respective rates of capital accumulation appearing in any period.

8. It will not be easy to close this gap. Market forces alone, tend to perpetuate or even widen it. Something similar to the "backwash" effects observed in the international relations between rich and poor nations appears to occur internally as well.<sup>5</sup> This can be seen in Brazil. A steep regression in income distribution has produced a rapid expansion in the capital-intensive industries making import substitutes, e.g. motor cars, for the higher income groups.

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<sup>1</sup> Plan de la Nación, 1963-66, Caracas, Mayo, 1963.

<sup>2</sup> The Artisan Community in Ecuador's Modernising Economy, Stamford Research Institute, Menlo Park, California, 1963.

<sup>3</sup> Simon Kužnets: Six Lectures on Economic Growth, Free Press, Glencoe, 1959, table 7.

<sup>4</sup> Eugene Staley and Richard Morse: Modern Small Industry Developing Countries, McGraw Hill, 1965, page 17.

<sup>5</sup> Gunnar Myrdal: Rich Lands and Poor, Harper, 1957.

Whereas the relatively labour-intensive industries, like textiles and food processing, which depend upon the mass market have expanded more slowly.<sup>1</sup> Thus industrial employment increased by just 2.5 per cent. per annum between 1959 and 1963 compared with the average population growth rate of over 3 per cent. Hence the sector's share of total employment dropped to 11.5 per cent. in 1963. Productivity in manufacturing and mining went up by 6.9 per cent. per annum on the average in the period. In agriculture, however, which employs an estimated 60 per cent. of the labour force and had to absorb much of the population upsurge<sup>2</sup>, productivity rose by less than 1 per cent. per annum.<sup>3</sup> This in turn reinforced the concentration of investment and industrial output in the more capital-intensive modern sector catering for the high income elite, and the process goes on. It was accentuated by the inflation which has been such a feature of the Brazilian economy for some years. Industrialists were able to obtain cheap foreign exchange for machinery imports and borrow at home at negative interest rates.

#### Public Policies and Institutions for Small Industry Promotion

9. The fact that free market forces by themselves will not correct this fundamental disequilibrium has now been recognised. In the words of Raul Prebisch, "The notion, which dies hard, that development takes place spontaneously, without a rational and deliberate effort to achieve it, has proved to be an illusion, both in Latin America and in the other peripheral regions of the world. For a century now our economies have been linked to the international economy, and 50 per cent. of the population is still stagnating in pre-capitalist conditions which are incompatible with its growing economic and social aspirations."<sup>4</sup> The latest Brazilian plan sets out positive steps to restore the balance. A fundamental aim is "To stimulate the development of sectors of low capital-intensity". It mentions a number of measures for the specific purpose of employment creation.

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<sup>1</sup> See: P.R. Haddad, "Impasse du developement economique au Brésil?", Revue de l'Action Populaire, March 1965..

<sup>2</sup> According to the Agricultural Census, the agricultural labour force went up from 10,996,834 in 1950 to 15,521,701 in 1960 - Anuário Estatístico do Brasil 1964.

<sup>3</sup> Ministério do Planejamento e Coordenação Econômica, Programa de Ação Econômica do Governo, 1964-66, Rio de Janeiro, November 1964.

<sup>4</sup> Raul Prebisch: "Towards A Dynamic Development Policy for Latin America", the Economic Commission for Latin America, April 1963.

- (a) stimulus to construction through a housing programme and a reform in rent legislation;
- (b) increasing rural employment opportunities through agrarian reform;
- (c) incentives to export, particularly in the case of labour-intensive industrial products;
- (d) design of wage, credit and exchange policies that will not produce exaggerated incentives to substitute capital for labour;
- (e) incentives for artisan and small-scale rural industries to be set up for the processing of local raw materials.

10. What is most significant about this new approach is not just the view that a small-scale relatively labour-intensive industry can contribute greatly to the provision of productive jobs for the rapidly-growing population and in spreading the benefits of economic progress more widely, but also that this role cannot be fulfilled without the backing of positive and well-conceived promotional policies on the part of the central government authorities. This can be seen elsewhere on the continent. Some Latin American countries are still concerned mainly with revitalising traditional household manufacturing establishment, while in others, a more dynamic approach at the policy level to promote both traditional and modern small industries has not yet been translated into practical action. However, an increasing number of them are now emphasising the gradual transformation of small industries into modernised units of production which do not compete with medium and large scale industry but are complementary to them, thus forming an integral part of the industrial economy as a whole.

11. The many difficulties which confront small industry development derive, in the final analysis, from one single factor: the inability of the small entrepreneur as well as the master craftsman to cope with the problems that the operation and modernisation of a small enterprise can raise without outside co-operation and assistance. Management performance in small enterprises is often unbalanced because the master craftsman who operates a small establishment of the household type and the owner-manager of a little factory are unable to perform by themselves in a fully satisfactory manner all the varied tasks required for successful operation. An inevitable result is that some management functions are being neglected and the progress of the undertaking retarded.



The small workshop owner may be an accomplished technician but his products may not meet market requirements or may have to be sold at prices which do not yield a profit; or he may have the commercial talent but fail to organise production in an efficient manner especially when his enterprise develops in size, requiring modern planning and control techniques. As the small undertaking cannot afford to employ a group of persons for the various managerial tasks it does not have the advantage of mutual consultation and assistance which comes naturally in a larger enterprise with its staff of top, middle and lower executives. Driven by his desire to organise independently and working on his own, the small entrepreneur has little opportunity to keep abreast of modern developments in such fields as advanced manufacturing processing, consumer preferences and market requirements. Neither is he able to avail himself of the economies of scale in bulk buying and marketing. Small entrepreneurs find it difficult to take time off to undergo systematic training to develop their managerial talents and lack the resources as well as the insight in their own problems to call upon outside consultancy services to improve operations. Also the financial and human resources in the small enterprise do not generally permit the employers to send the workers for an extended period of time to vocational training centres for skill upgrading and adjustment.

12. There is a growing awareness of the fact that to develop small industries, promotional services of some magnitude are required and that such services should include measures which would improve entrepreneurial and managerial performance in small enterprises. There is, however, an increasing appreciation of the fact that any small industrial modernisation and development programme should be executed in an integrated manner. Experience of promotional work for small industries all over the world has demonstrated conclusively that piecemeal and unrelated introduction of modern technologies and methods of production, as well as incidental measures providing for skill improvement, dissemination of modern designs, supply of credit, creation of improved marketing outlets and for raising labour standards in small undertakings, do not yield results which are even remotely commensurate with the efforts made and the money spent by the public authorities concerned. To meet the need for promotional services for small scale and handicraft industries a number of Latin American countries have in recent years developed elaborate institutional arrangements such as the Servicio de Cooperación Técnica of the Corporación de Fomento de la Producción (CORFO), in Chile, the PIPEME of the Banco Nacional do Desenvolvimento Econômico (BNDE) in Brazil, the División de Artesanía y Pequeñas Industrias of the Centro de Desarrollo (CENDES) in Ecuador, the Nacional Financiera de la Pequeña Industria in Mexico, the Caja de Crédito para la Ayuda a la Pequeña Industria in Colombia, as well as other developmental and promotional institutions aiming at assisting manufacturing industry in general irrespective of unit size.

13. The Servicio de Cooperación Técnica in Chile initiated a few years ago an extensive research programme to improve the general conditions under which small industries operate in the country. Research is being carried out on the prevailing structure and its affect - positively or negatively - on the operation and development of small enterprises. Other areas of study include import regulations, custom duties, credit schemes and guarantees. As part of its current programme the Servicio is giving in-plant technical advice on improved methods of production, accounting, costing, purchasing, etc., to many small enterprises throughout the country. Apart from a loan programme in small industries the Servicio also helps small enterprises in finding potential markets and provides advice on legal and administrative problems. Co-operative arrangements between enterprises are being promoted either through existing associations and co-operative societies or by encouraging the formation of new groups. In addition the Servicio has organised an annual competition open to science students at the university level with the object of rewarding the best proposals for the establishment and operation of new small industries projects which could be profitably set up in the country. The winners are given the opportunity to begin a career as small entrepreneurs assisted and supported with long term credit and advice from the Servicio. With support from the Special Fund and the International Labour Office, the Servicio has introduced a training programme for instructors and foremen in manufacturing industry in Santiago. This programme is of considerable interest for the raising of technical skills in small scale industries. Plans are in an advanced stage to expand and intensify the advisory and promotional services of the Servicio in the field of small-scale industrialisation, also in co-operation with the Special Fund and the I.L.O.

14. A different approach to the question of how to organise promotional services for small industries in the most efficient manner is developed with apparent success in Brazil, where the Banco Nacional do Desenvolvimento Econômico (BNDE), the National Bank for Economic Development, has recently created a financing unit, entitled Fundo de Financiamento à Pequena e Média Empresas (FIPEME) for small and medium enterprises. Medium and long term loans are being extended to small units desiring to modernise their installations, including workshop space. Industries thus assisted include those manufacturing branches with a particularly favourable growth potential, e.g. the engineering trades. Such credit facilities for the development of small undertakings have been established to promote small scale industrialisation in the north-eastern

region of the country where the Superintendência de Desenvolvimento do Nordeste and the Banco do Nordeste Brasileiro combined with local banks, are granting loans for investment in a selected range of small and medium scale enterprises up to the amount of 87.5 per cent. of the total capital outlay. Tax exemptions, state organised industrial estates and other facilities for small and medium industry have succeeded in creating a considerable number of new smaller enterprises in the region. SUDENE has also conducted extensive market research and is providing technical advice to small employers throughout the region.

15. The Government of Panama with the active co-operation of the I.L.O. is consulting with the Special Fund to establish a national service for crafts and small industries (SENAPI) under the Ministry of Agriculture, Commerce and Industries with a main objective to upgrade production and to bring about the broad diversification of the crafts and small industries sector in Panama. The services to be provided by SENAPI will include product designing, assistance in selection and operation of machinery and manufacturing processes in general, production organisation, cost accounting, general management, and marketing. It is likely that this new organisation will concentrate its promotional services on a few manufacturing activities of particular importance to the country, such as food conservation, dairy processing, leather and woodwork and ceramics. In Ecuador the Centro de Desarrollo (CENDES) through its División de Artesanía y Pequeñas Industrias, which was recently created, is developing as the main agency in the country to assist master craftsmen and small entrepreneurs in their development and growth. The Organisation carries out feasibility studies, management training, productivity consultancy and the evaluation of credit worthiness. In addition Ecuador's institutional structure for small industry development has an agency specialised in exports, the Oficina de Comercialización Ecuatoriana de Productos Artesanales, which assists master craftsmen in adjusting production to consumer requirements in foreign markets and actively promotes sales of craft products abroad.

16. Among the many problems confronting Latin American countries that are in the process of building up advisory services for small industry, is the scarcity of public administrators capable of designing, implementing and evaluating policies and programmes for small industry. Shortage of qualified staff for the extension and consultancy services is particularly pressing. These services have been described as the "cutting edge" of the system of promotional tools employed

by governments to help small entrepreneurs in the day to day operation of their enterprises, the solving of problems on the spot and in general helping them to adjust their manufacturing processes to the ever-changing market forces, and to the progressing socio-economic environment in the country of operation. The training of such extension personnel (including their periodic re-training in order to keep their skills up-to-date and in line with the evolving needs of industry) forms an important part of technical co-operation projects including those implemented under arrangements with the Special Fund and the International Labour Office, to which earlier reference has been made in this paper. Such national training programmes could be usefully supported and complemented by regional training facilities, thereby providing opportunity for cross-fertilisation of ideas and developmental methods. Such a regional facility for the training of high level personnel to design and implement government programmes for small industry development is being provided by the Asian Productivity Organisation in Tokyo, which organises regularly a six month small business training course to develop trainers and consultants in management and organisation of small enterprises. This facility has recently been expanded by a companion course of shorter duration to train public planners and administrators for small industry programmes. No doubt such a regional training arrangement if established for Latin America could equally contribute to the supply of skilled personnel to initiate and sustain the process of small scale industrialisation in the region.

17. All the programmes outlined above are aimed directly at the small scale industrialist. To bring about a rapid transformation of the sector it may also be necessary to devise measures which will have an impact on other areas as well. These would include the following: higher tariffs on imported machinery to act as a stimulus to domestic machinery production and sales; legislation requiring each enterprise to buy a minimum percentage of its material inputs from local producers (as in Mexico); control over building licenses to achieve a greater geographical dispersion of industry, in the provincial towns as well as the major cities; the use of "shadow" prices in planning public sector investments so that real social costs and not just private marginal costs are taken into account; a more progressive taxation system to raise the level of savings in order to finance the modernisation of the traditional sectors; and various incentives to encourage large scale industry to select technologies more suited to their country's

factor endowment, so that their own labour absorption capacity is increased. On this latter question of the choice of techniques the U.N. Economic Commission for Latin America have carried out some pioneering studies which have shown that in the textile industry, for example, less mechanical techniques involving a lower degree of automatic control of equipment would enable the value added per unit of capital invested to be approximately doubled.<sup>1</sup>

#### Harmonisation of Social and Economic Policies for Small Industry Development

18. Obviously government policies for small scale industrialisation should not just concentrate on the economic aspects of development but should equally be concerned with raising working conditions and labour standards in small manufacturing enterprises. In this sector, workshop premises are not always properly lighted and ventilated, working space is often cramped and badly laid out and amenities are lacking, and working hours are longer and wages are lower than in larger factories. Further, social security legislation, opportunities for advancement and security of employment are invariably below those prevailing in large scale industry.<sup>2</sup> The experience of Puerto Rico demonstrates the persistence of certain inequalities between the earnings of workers in smaller enterprises as compared to large firms. There, though legislation prescribes a medium wage of \$1.25 per hour, many small enterprises are still not able to assure the workers the earnings foreseen by the public authorities.<sup>3</sup> In Colombia in 1964, the minimum wages established by the Minister of Labour varied from 11.20 pesos to 14.00 pesos per day for enterprises with fixed assets of more than 200,000 pesos and from 9.80 pesos to 11.20 pesos per day for undertakings having an invested capital of less than 200,000 pesos. However, in some areas with serious unemployment a number of small enterprises were found not to comply with the prescribed wage rates.<sup>4</sup>

<sup>1</sup>

Cited by Raul Prebisch, op. cit.

<sup>2</sup>

I.L.O.: Encuesta relativa a la situación económica y social de la pequeña industria y la artesanía en varios países de América Latina; Parte I - Chile; Parte II - Puerto Rico; Parte III - Peru; Parte IV - Colombia (Geneva, 1964, mimeographed).

<sup>3</sup>

I.L.O.: op. cit. Parte II - Puerto Rico, page 21.

<sup>4</sup>

I.L.O.: op. cit. Parte IV - Colombia, page 12.

19. As regards working conditions and safety and health facilities similar variations exist between larger and smaller undertakings. For Chile it has been reported that workers in large establishments were generally found to enjoy far better working conditions than workers in small enterprises.<sup>1</sup> A sample survey carried out in 1963 by the I.L.O. in co-operation with the Instituto Nacional de Promoción Industrial, in a number of small manufacturing establishments in Lima, Peru, showed that 70 per cent. of the enterprises were operating in rented premises resulting in a high degree of enterprise mobility and with the concomitant of unsatisfactory working conditions in over half of the enterprises thus examined.<sup>2</sup> A similar small industry survey carried out by the Ministry of Development of Peru in Arequipa revealed that only 30 per cent. of the existing small enterprises had water and sewage facilities. 10 per cent. had toilets installed in or near the workshops, whereas an equal percentage of the undertakings had adequate lighting in the workplace.<sup>3</sup> Hazards due to unguarded machinery and equipment were the most prevalent threat to health and life in small workshops; 70 per cent. of the establishments reported the existence of hazards of this nature.<sup>4</sup> The generally unsatisfactory working and living conditions prevailing among workers engaged in small industries are often accompanied by the near absence of trade unionism in the small industrial sector, as compared with the high degree of union membership among workers in larger industries.<sup>5</sup> As elsewhere in developing countries considerable difficulties are being encountered in organising labour scattered over a multitude of small geographically dispersed units where moreover a personal bond exists between employer and workers. The underdeveloped state of trade union organisation in this sector has the disadvantage that it is difficult to organise, as has been done successfully elsewhere, a suitable administrative machinery for mutual co-operation between management and labour in the interest of all those engaged in the smaller manufacturing industries.

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<sup>1</sup> I.L.O.: op. cit. Parte I - Chile, Anexo II.

<sup>2</sup> I.L.O.: op. cit. Parte III - Peru, page 16.

<sup>3</sup> I.L.O.: op. cit. Parte III - Peru, page 17.

<sup>4</sup> I.L.O.: op. cit. Parte III - Peru, page 16.

<sup>5</sup> I.L.O.: op. cit. Parte III - Peru, page 14.

20. There are indications that these wage differentials reflect skill differentials as well as levels of applied technology, management and organisation. This holds true not only for Latin America, but has been equally observed in other developing countries and in a number of industrially advanced countries as well. In Japan, for example, average earnings in undertakings employing less than 30 workers were only 49.3 per cent. of the level for enterprises with 500 and more employees each.<sup>1</sup>

21. These disparities in the social and labour standards in larger and smaller enterprises are rooted in the significant productivity gap between them, which has been noted in the first part of this paper. The depressed labour conditions in small industry is part of a vicious circle where by low productivity is both cause and effect of the unsatisfactory position of the workers in small undertakings. The various measures suggested to raise the level of efficiency in small firms ought to bring in their train some of the desired improvements. But legislation setting minimum standards has obviously a vital part to play. An important question which arises in this connection is the extent to which labour standards can be improved by law without adversely affecting the stability of small undertakings, the rate of industrial growth and the general level of employment. Two considerations should be borne in mind when attempting to assess the affects of labour legislation in Latin America. In the first place, experience has shown in many countries that improved working conditions and a good physical environment within the undertaking have an important impact on morale and efficiency of workers, on labour management relations and consequently on the productivity of the undertaking as a whole. This would particularly seem true in the engineering trades where adequate lighting, proper ventilation and rational distribution of working space is essential to attain a high level of productivity. Secondly, there is the suggestion that generally speaking if employers are to pay more for labour they will be induced to organise their work more efficiently and thereby contribute to higher productivity. In this connection it should be emphasised that the level at which the improved labour standards are set will depend to a large extent on the type of manufacturing activity and on the prevailing socio-economic conditions in each country. The interaction between socio-economic forces, and the contribution of improved labour conditions to raising productivity levels, should be fully considered when establishing and implementing public policies for the development of the small industry sector.

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I.L.O.: Some Labour and Social Aspects of Economic Development: Report of the Director-General to the Fifth Asian Regional Conference, Melbourne, 1962 (Geneva, 1962).